Elective Course 1: Learning and Development

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE509	Course Duration:	30 Hours

Course Objective:
- To introduce concepts, theories, and frameworks of employee learning and development.
- To develop practical skills in designing, implementing, and evaluating training programs.
- To equip students with methods to identify organizational training needs and performance gaps.
- To familiarize students with contemporary e-learning technologies and blended learning approaches.
- To enhance understanding of measuring the effectiveness and ROI of learning and development interventions.

Course Outcomes:
- CO1: Understanding the importance of Learning & Development (L&D) in Human Resource Management.
- CO2: Discovering and apply various L&D models, frameworks, and industry best practices to enhance employee growth and organizational performance.
- CO3: Developing the ability to design, implement, and evaluate effective training programs tailored to business needs.
- CO4: Examining the role of technology and AI in transforming Learning and creating suitable Learning & Development strategies.
- CO5: Analyzing and interpret real-world case studies of successful L&D initiatives and create effective L&D strategies.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	**Introduction to Learning & Development** ● Importance of L&D in Organizational Growth ● Difference Between Training, Learning, and Development ● Aligning L&D Strategy with Business Goals ● The Role of HR in Learning & Development	CO1, CO2	3

2	**Learning Theories and Models** ● Adult Learning Theories (Andragogy, Experiential Learning, Constructivism) ● ADDIE Model (Analysis, Design, Development, Implementation, Evaluation) ● Bloom's Taxonomy of Learning Objectives ● 70:20:10 Model for Workplace Learning	CO2, CO1.	6
3	**Training Needs Assessment & Program Design** ● Identifying Skill Gaps & Training Needs ● Designing the training module ● Competency Mapping & Career Development Plans ● Designing Effective Training Programs ● Instructional Design Principles & Learning Styles	CO3, CO2	6
4	**Training Administration** ● Training Budget ● Designing Training Calendar	CO3, CO2, CO4	2
5	**Learning Methods & Emerging Trends** ● Traditional vs. Digital Learning Approaches ● E-Learning, Gamification, and Micro- learning ● AI and Learning Analytics in Corporate Training ● Virtual Reality (VR) & Augmented Reality (AR) in Training	CO3, CO4	5
6	**Evaluation of Training Effectiveness** ● Kirkpatrick's Four Levels of Evaluation ● ROI of Training & Development Programs ● Employee Engagement and Post-Training Performance Analysis ● Continuous Learning & Upskilling Strategies	CO3, CO2	5

7	**Future of Learning & Development** ● Reskilling & Upskilling in the Future of Work ● Learning Culture & Knowledge Management ● Leadership Development Programs ● Diversity, Equity, Inclusion and Belonging (DEIB) in L&D	CO4, CO5	3

Textbooks:

1. Employee Training and Development, Raymond A. Noe and Amitabh Deo Kodwani ,9th Edition, McGraw Hill
2. The New Leadership Literacies: Thriving in a Future of Extreme Disruption and Distributed Everything, Bob Johansen, Berrett-Koehler Publishers
3. Make It Stick: The Science of Successful Learning , Peter C. Brown, Henry L. Roediger III, Mark A. McDaniel, Harvard University Press

Reference Books:

1. Training and Development: Theories and Practices , S. K. Bhatia, Deep & Deep Publications
2. Fundamentals of Human Resource Management, Gary Dessler, Pearson Education
3. Harvard Business Review (HBR) Articles on L&D
4. Research Reports from McKinsey, Deloitte, and ATD (Association for Talent Development)
5. SHRM Learning & Development Resources